FACTORS INFLUENCING IMPLEMENTATION OF RAPID RESULTS APPROACH: A CASE OF DEPARTMENT OF IMMIGRATION SERVICES HEAD OFFICE IN NAIROBI, KENYA

BY

GICHOHI STEPHEN MWENDA

A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT FOR THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS DEGREE IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI

2014

DECLARATION

This research project report is my original work and has not been presented for any award in any University.

Sign ………………………..   Date 4th August 2014

STEPHEN MWENDA GICHOHI

L50/71290/2011

This research project report has been submitted for examination with my approval as University supervisor

Sign……………………………   Date……………………………

DR. CHARLES M. RAMBO

     SENIOR LECTURER

     DEPARTMENT OF EXTRA MURAL STUDIES

DEDICATION

This research project report is dedicated my wife Catherine Mukami, my son Ethan Gichohi and my parents Francis Gichohi and Catherine Wanja who have in one way or another supported me throughout the period of this research.

ACKNOWLEDGEMENT

My sincere gratitude goes Dr. Charles M. Rambo who has spent ample time guiding and supervising me through this research project. I would also like to appreciate the noble work done by all the lecturers who taught me in this course as well as the University of Nairobi for giving me the opportunity to study and use its facilities. To my fellow colleagues in the course, I appreciate the discussions that we carried out throughout the period. Further, to my friends and relatives for immense words of encouragement even when the going got tough and lastly to my typist for reading through this document even late into the night while correcting errors.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS AND ACRONYMS

ERS   Economic Recovery Strategy

GDP   Gross Domestic Product

ICT   Information Communication and Technology

KUR   Kenya Uganda Railway

MBO   Management by Objective

MDA   Ministries Departments Agencies

NPMF   National Performance Management Framework

NIMES   National Integrated Monitoring and Evaluation System

PPOA   Public Procurement Oversight Authority

RRI   Rapid Results Initiatives

RRA   Rapid Results Approach

RBM   Results Based Management

SMART   Specific Measurable Realistic Time-Bound

ABSTRACT

Service delivery in the public sector is a central issue towards results measurement as well as facilitating the development agenda of a country. Poor service delivery often leads to citizenry dissatisfaction with the governance processes and denies crucial services to the most need population. Citizenry dissatisfaction in overall may lead to civil strife as the populace seek other alternatives of acquiring those important public goods. To mitigate this situation, the study therefore sought to investigate the factors influencing implementation of RRA focussing on the Immigration services department in Kenya. The research sought to explore various factors that influence implementation of RRA with the objective of determining how ICT infrastructure influences implementation of rapid results approach at the department of immigrations services in Kenya; how transformative leadership influences implementation of rapid results approach at the department of immigrations services in Kenya; how human resource management influences implementation of rapid results approach at the department of immigrations services in Kenya and examining how organizational culture influences implementation of rapid results approach at the Department of Immigration Services in Kenya. This study employed a descriptive survey research design since the researcher sought to collect data from respondents from the Department of Immigration Services. The data was used to bring out key features of rapid results approach at the Department of Immigration Services in Kenya. Descriptive survey ensured that information deduced from the collected data is used to describe the existing phenomenon. Through convenience sampling the target population for this study was 40 respondents consisting of seven senior directors assistant, 13 mid-level managers and 20 operations officers. Questionnaires used to collect data from the targeted managers and staff. The questionnaire had four sections and consisted of open-ended and closed ended questions. All questionnaires were checked for data quality before data was analysed. It further involved editing of data which ensured that the collected raw data was free from errors and omissions and where detected, corrections were made. Data separation involved arranging data in groups or classes on the basis of similarities. Tabulation of the data was made using the frequency distribution tables and descriptive statistics was used to analyse data. Frequencies, percentages and mean, were used to analyse data from the questionnaires. The study noted a high influence of ICT infrastructure on the implementation of RRA with 100% respondents indicating existence of various ICT platforms in the Department towards service delivery. In relation to organizational culture the study noted that all staff had feedback sessions relating to rapid results delivery as well regular knowledge sharing opportunities represented by 78% of the respondents This is also the case in relation to goal orientation as well as setting with 72% of the respondents having acknowledged being involved in these critical processes related to organizational culture The research study found that ICT infrastructure, transformative leadership, human resources management policies as well as organizational culture influence the implementation of rapid results approach. Transformative leadership as well as human resource management have higher percentages of negative influence towards implementation of rapid results approach in this study. The four independent variables reveal a high influence on the dependent variable as well as exhibiting a relationship between them. The research study proposes a thorough need to look at the human resource management policy within the Department and government to create room for an avenue for individual goal development which is shared between the staff and their supervisors. The study recommended an assessment of areas that would promote motivation among managers at the Department of Immigration Services. Further it recommended having a clear process of rapid results goal orientation at all levels within the department of immigrations and within the different clusters of managers operationalizing these goals.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the history of development governments all over the world are in a constant race of meeting the development demands of their citizens. There have been some concerted efforts by the Kenyan government to improve the delivery of services to the public. As further denoted by (Obong'o, 2004) these attempts come in various forms and coordinative mechanisms among various Ministries, Departments and Agencies (M.D.As). This way delivery of public services is governed by various factors which are tied on the capacity of public institutions and their systems, resource allocation, financial management, levels of accountability and the various regulatory measures in place to ensure free flow of services, (Obong'o, 2004).

In the past decade, the Kenyan government has attempted to improve the delivery of services to its citizens through a number of avenues. These include the strengthening of Public Oversight Authorities for instance in the procurement sector (PPOA), increasing the levels of accountability and increasing the pace of service delivery. The government has further continued to increase the knowledge of citizens on the various services available and raising the levels of awareness through such campaigns as (*Huduma Bora; Haki Yako),* strategic planning across public service.

Other strategies in this line include, performance contracting, results for Kenya (geared towards improved efficiency and effectiveness in service delivery across the entire public service through 100 days rapid results initiative) and merit based recruitment and promotion within the public sector and discipline in funds utilization, (Obong'o, 2004)

Key objectives of public service reforms include, creating a smaller, affordable and effective public service, ensuring greater transparency in the use of public resources; ensuring competence and motivation among the public service workforce; enhancing integrity in the public service; strengthening the institutional and legal basis for fighting corruption; creating more productive service that concentrates public finances and human resources on the delivery of core government services and creating private sector confidence in public policy and economic management, (Obong'o, 2004). Results Based Management (RBM) was introduced in 2004 out of the need to improve service delivery and demonstrate reform gains from the implementation of the Economic Recovery Strategy, (Obong'o, 2004). The main elements of Results Based Management framework include a culture of focusing on results rather than process. Rapid Results Approach (RRA) as an RBM tool was therefore both enriched and enhanced.

Like other management concepts its application in the public sector necessitated slight modifications from its original concept, the basic principle of results focus has however remained. RRA is a results-focused learning process aimed at jump starting major change efforts and enhancing implementation capacity. It tackles large-scale medium and long term change efforts through a series of small-scale, results- producing and momentum-building initiatives. In 2003 the Kenyan Government developed and launched the Economic Recovery Strategy for Wealth and Employment Creation, as the blue print for setting the country back on the growth path after year of economic stagnation (Vision 2030 Secretariat) .The strategy was a shift from previous planning documents that sought to reduce poverty, instead of creating wealth and employment.

In early 2007, the Government started developing a new strategic long-term plan to take over from the ERS (Vision 2030 Secretariat). In June 2008, the Government launched the Kenya Vision 2030 as the new long-term development blueprint for the country. The vision of this

strategy is transforming the country into the globally competitive and prosperous country with a high quality of life by 2030. The vision 2030 is a national long-term development blue-print to create a globally competitive and prosperous nation with a high quality of life by 2030 that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The vision is anchored on three key pillars; economic, social and political governance.

1.1.1 Immigrations Department

The control of entry and residence of foreigners into this country dates back to the introduction of what was called the Immigration Restriction Ordinance of 1906. This Ordinance restricted the influx of foreigners especially Indians, coming to the then Kenya colony and Protectorate upon completion of the Kenya- Uganda Railway (KUR).These foreigners known as 'Coolies' from the sub-continent of India had decided to remain in Kenya to start businesses and became known as *dukawalas*, Retrieved from (http://www.immigration.go.ke).

This Ordinance and others in 1940, 1944, 1948 and 1956 imposed restrictions on persons who wished to travel to Kenya for permanent settlement. The Immigration Ordinance of 1st August 1948 formed the basis of the present day Immigration Department, which was curved from the Police Department in 1950. The Immigration Ordinances were revised in 1962 and 1964, when the latter was renamed the Immigration Act. The Immigration Act of 1964 was revised and a new Immigration Act of 1967. Cap. 172 Laws of Kenya, the current operational Act of the Department, came into force on 1st Dec. 1967.After a lengthy period of national consultation; a new constitution was formulated in 2010.Citizenship issues were among the key issues that informed the constitutional change. Upon the promulgation of the new constitution in August 2010, two Acts relating to Immigration Services were passed in

Parliament which are the; The Kenya Citizens and Foreign Nationals Management Service Act, 2011 and Kenya Citizenship and Immigration Act, retrieved from (http://www.immigration.go.ke).

Immigration Services and processes are currently governed by the two Acts passed by Parliament in 2011. At independence, the Department was placed in the Ministry of Home Affairs and was later transferred to the Office of the President (OP), then Ministry of Constitutional Affairs in the early eighties and later back to the Office of the President. In the year 2003, the department was moved to the Ministry of Home Affairs. In the year 2005, the Department reverted to OP and was placed in the new Ministry of Immigration and Registration of Persons. It was later moved to the Office of the Vice President under the same Ministry, retrieved from (http://www.immigration.go.ke).

Its functions include; control and regulate entry and exit of all persons at our airports, seaports and land border posts, control and regulate residency through issuance and renewal of permits/passes and permanent residence as provided for the citizenship and Immigration Act 2011, consider and grant Kenya citizenship to qualified foreigners under the Kenya Constitution and the Citizenship Act Issuance of entry visas provided for under the Kenya visa regulations, to register all non-citizens resident in Kenya under the Aliens Restriction Act and others, declaration and removal of prohibited immigrants, to offer quasi-Consular functions on behalf of a number of commonwealth countries who are not represented in Kenya and who have requested the Kenya government to do so, provide consular services to our nationals and foreigners at the missions abroad, investigate and prosecute persons who contravene the Immigration law as and regulation and to enforce the Citizenship Act, the Immigration Act, the Aliens Restriction Act and the visa regulations, Retrieved from http://www.immigration.go.ke. The institution to be assessed through this study is the

immigrations department. This department has high interactions with the public both Kenyan and non-Kenyan citizens and is a key service provider in the public sector in Kenya with a large volume of direct interactions between the citizens and public officers whom are both central to this study.

1.2 Statement of the Problem

While the study takes note of the various initiatives undertaken to improve service delivery in the country, this study is more concerned with the Rapid Results Approach. The Rapid Results Approach came as a result of Results Based Management which was introduced in 2004 under the Results for Kenya Initiative, (Obong'o, 2004). This was out of the need to improve service delivery and demonstrate reform gains from the implementation of the ERS. The main elements of Results Based Management framework include a culture of focusing on results rather than process. RRA is hence a tool of results based management. Hence the study focussed more on the contributions of the RRIs in the public sector service delivery, (Obong'o, 2004).

This department has high interactions with the public both Kenyan and non-Kenyan citizens and is a key service provider in the public sector in Kenya with a large volume of direct interactions between the citizens and public officers whom are both central to this study. However there is obvious a big gap between the systems, procedures and practices set to improve delivery of services to the public in Kenya and the actual delivery of key services within the public sector. This information is generally available in the mainstream media, interactions within the general citizenry in Kenya and most importantly from complaints on cases of poor services accorded to the public while seeking services from this department. Some if the challenges faced include delays in processing of passports and the tedious processes while renewing driving licenses. Of importance is adherence and lack of thereof to key elements of Rapid Results Approach as a principle in the management as stipulated in

key government ministries, departments and agencies and this is what this research interrogated.

1.3 Purpose of the Study

The purpose of this study was to establish factors influencing implementation of RRA in the Department of Immigration Services in Kenya. .

1.4 Objectives of the Study

The study was guided by the following objectives;

1. To determine how ICT infrastructure influences implementation of rapid results approach at the Department of Immigrations Services in Kenya

2. To assess how transformative leadership influences implementation of rapid results approach at the Department of Immigrations Services in Kenya.

3. To establish how human resource management influences implementation of rapid results approach at the Department of Immigrations Services in Kenya

4. To examine how organizational culture influences implementation of rapid results approach at the Department of Immigration Services in Kenya.

1.5 Research Questions

The study sought to answer the following research questions;

1. How does ICT infrastructure influence the implementation success of rapid results approach at the Department of Immigrations Services in Kenya?

2. How does transformative leadership influence the implementation success of rapid results approach at the Department of Immigrations Services in Kenya?

3. How does human resource management influence the implementation success of rapid results approach at the Department of Immigrations services in Kenya?

4. How does organizational culture influence the implementation success of rapid results approach at the Department of Immigrations Services in Kenya?

1.6 Significance of the Study

The study reveals factors that influence implementation of rapid results approach at the Department of Immigration Services in Kenya. The study will benefit government agencies in the process of implementing similar RRA initiatives. It will further benefit other policy makers with an interest in public sector service delivery as well as other researchers interested in related topic to factors influencing the implementation of Rapid Results Approaches.

1.7 Limitations of the study

The study relied heavily on the general views as expressed by various targeted respondents through interviews as well as the questionnaires applied in the study. The study therefore is subject to the same validity issues often faced by qualitative studies. The responds are further faced with bureaucratic and protocol challenges that would end up limiting the study. Being a study targeting some senior government officials, time schedule is expected to be a challenge as they may not honour the interview schedules. The study therefore predicts time at the preparation phase before the administration of questionnaires and interviews as well as seeking the relevant protocol permits from the administrator of the Department of Immigration Services in Kenya.

1.8 Delimitations of the study

The study was carried out at the department of immigrations services in Kenya. The study assessed the factors influencing implementation of rapid results approach at the Department of Immigration Services in Kenya. The study further used the official responsible for the implementation of rapid results approach to participate voluntarily and the researcher was the

enumerator who will attain the required information. The department for services is based in Nairobi hence enabling the researcher to acquire the relevant interviews as well as administration of questionnaires..

1.9 Basic Assumptions of the Study

The study was based on the assumption that most respondents will be available to give the required information.

1.10 Definitions of Significant terms used in the study.

Human Resource Management is the set of individuals who make up the workforce of an organization, business sector, or economy.

Information Communication and Technology (ICT): is an umbrella term that includes

communication device or application, encompassing: radio, television, cellular phones, computer and network hardware and software, satellite systems). ICT Infrastructure offers a range of technologies to assist organisations in running efficiently. These services are essential to the everyday running of an organisation and integral to effective service delivery. These include hardware, software, networking and implementation.

Implementation of RRA: refers to how a result is obtained or an end is achieved through application of certain pre-determined activities.

Transformative Leadership: is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a certain purpose. Transformative leadership enhances the motivation,

8

morale, and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the organization and the collective identity of the organization; being a role model for followers that inspires them and makes them interested; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that enhance their

Organizational Culture: is the behaviour of humans who are part of an organization and the meanings that the people attach to their actions

Rapid Results Approach: is a results-focused learning process aimed at jump-starting major change efforts and enhancing implementation capacity.

1.11 Organization of the study

Chapter One represents the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, and limitation of the study, scope of the study, delimitation of the study, definition of the significant terms as used in the study and organization of the study. Chapter Two reviews literature related to factors influencing implementation of RRAs including, transformative leadership, infrastructure, organizational culture, and human resource which formed the core of this chapter. The study conceptual framework and summary of literature reviewed are also part of this chapter.

Chapter Three discusses studies on research methodology which included; research design, target population, sampling procedures, Data collection procedures, Data collection instruments, reliability and validity of instruments, data analysis and table of

operationalization of variables. Chapter Four gives a detailed analysis, interpretation and discussion of study findings relating to factors that influence implementation of RRA. These factors include transformative leadership, infrastructure, organizational culture, and human resource. Chapter Five gives a review of the whole study, summary of research findings, discussions, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews various literature on influence of technology, leadership, organizational culture and human resource on the implementation success of rapid results approach, conceptual framework and a summary of the literature review.

2.2 Concept of RRA in Kenya

RRA is defined as a results-focused learning process aimed at jump-starting major change efforts and enhancing implementation capacity. It tackles large-scale medium and long term change efforts through a series of small-scale, results-producing and momentum-building initiatives. The approach provides a structured methodology for building and practicing RBM that is required for implementation of the ERS, Obongo, (2004). The initiatives are structured in 100-day cycles from agreeing on goals to achieving results, with each goal directly connected to one or more of the overall objectives of the development effort.

RRA achieves systematic change through a series of small-scale, results producing and momentum-building initiatives implemented within the100 days or less. In doing so, it helps leaders to continually adapt and refine their overall implementation strategy based on what works and what does not work on the ground. The specific goal to be achieved within the 100-days is, therefore, what is commonly referred to as 100-day RRI. This starts by focusing on a few results, challenges team to achieve 100-day Results goals, create temporary governance and support structure, reinforce basic management skills and finally manage the scale-up beyond the first 100 days, (Obong'o, 2004)

RRI was first piloted in Kenya in 2004. The adapted format of RRI being in Kenya was developed by Robert H. Schaffer & Associates based in America and has been used in several

countries some in Africa and South America. In a broad approach, it is further premised on harnessing team strength and involving all stakeholders to speed up large scale delivery of services within a particular period; intermediate period of time (100 days), retrieved from Obongo, 2004. The key principles of RRIs include the persistence of change in the civil society, Information, education and communication. Rapid Results Initiatives taps into the human desire to succeed by creating real empowerment, motivation and innovation in working towards results. It strengthens accountability and commitment for Results and unleashes and enhances implementation capacity. It helps teams set challenging or stretching yet achievable, sharply defined, measurable and visible goals, using existing resources and capacities. This results into collaboration among team members, experimentation and discovery of new ideas.

A rapid results goal must therefore in its definition have the following attributes; action, impact variable, scope, measurement, time frame,(PSRPC). Rapid results therefore creates a sense of urgency, personal challenges clearly defines success and raises stakes and visibility for success or failure and therefore create a sense of excitement. It enables people to collaborate in creativity.

2.3 ICT Infrastructure on Implementation of RRA

Information is the essential bridge between the governors and the governed, furnishing the links that deepen reciprocity, responsibility, and responsiveness. As the translation of fiscal resources into social outcomes, service delivery is the ultimate stage on the planning implementation continuum. The manner in which the public gets information about services and service delivery reveals a great deal about the sturdiness of mechanisms of transparency and accountability. Information is salient in gauging the public's ability to learn about government operations and decisions, and, has been seen to be essential in pro-poor development strategies (World Bank, 2003)

E-government also known as digital government, online government, or transformational government, is defined as the delivery of public information and services through the use of ICTs (Heeks, 2002; Norris, 2004; Seed, 2007; Sharma & Gupta, 2003). ICT plays an integral part of the pace as well as quality of service delivery. Obongo (2004), notes that outdated, labour intensive, working practices and poor information delivery has always been a major feature of the public sector in Kenya. With the introduction of the RRA, this should be immensely reduced due the fact that RRA demand fast and efficient communication to ensure timely delivery of services. Indeed Goldstein and Rotich (2008) argue that governments have no choice than embrace social media in order to effectively communicate with the citizens and other stake holders.

Berman (1997) argued that perceived inadequacy of public information and services is believed to significantly reduce citizens' trust in government and their participation in the public policy process. In general delivering the required service to the customer is challenging. In general perception of customers concerning a market offering is built on the ability of the service provider to attractively convince their targeted customers. Rust and Chung (2006), state that customer-information gathering has a greater potential link with meeting customers' needs better. More so, satisfying customers' needs are based on customers' purpose and customer-oriented services channelled to their various needs in order to solve particular problems of the customers.

ICT in most cases is geared towards customer satisfaction and loyalty as organizations can communicate with customers using up-to-date techniques on a real time basis which will remove uncertainty and will lead to the creation of trust. The created trust will lead to an enduring desire from the customers to maintain valued relationships with the organization, as

trust remains a potential component of insurance brands (Ndubisi & Wah, 2005). The bonding relationships between customers and organizations are hinged on trust which is aimed at achieving an overall positive outcome, and thus higher levels of trust and commitment in turn are attached with higher customer retention level, and this brings about increased organizational performance (Botha & Van Rensburg, 2010). In this relationship it is therefore imperative for government to embark of ICT infrastructure to ensure better trust building through rapid results mechanisms.

Wangari, (2011) notes that Kenya is among governments in Sub Saharan Africa implementing e-governments with the objective of enhancing free flow of information, citizens' participation in the public policy processes, promoting productivity among the civil servants, and improving the delivery of public services. Heeks (2002) argued that e-government can be viewed from an evolutionary, rather than revolutionary, perspective because governments around the world had in most part used some form of computerization before the notion for e-government developed. From a public policy perspective, Misra (2007) identified three phases of evolution, starting from an era characterized by rigidity and red tape, to a period of new public management that emphasizes results, and citizen centred e-government now being the order of the day. Today, e-government initiatives are pervasive and continue to evolve from national to state and local governments (Misra, 2007).

To further interrogate the role of ICT in the rapid delivery of services in the public sector, Wangari, (2011) further notes that Kenya's e-government was launched to enhance the delivery of public information and services to the citizens, improve citizens' participation in the public policy processes, and enhance the morale of government employees. In addition, from a public policy perspective, most governments at all levels are facing financial

constraints, budget deficits, and accountability gaps amid the economic crisis (Reason Foundation Report, 2009). Research conducted by UNESCO (2004) showed that ICTs can help reinvent government by injecting innovative ideas in the government institutions and structures to enhance provision of goods and services with greater efficiency, effectiveness, and lower costs.

2.4 Transformative Leadership on Implementation of RRA

Kotelnikov (2009) and Clawson (2006) maintained that the role of a transformational leader is to inspire and create followers who are also self-leaders. Denhardt et al. (2002) described leadership as a process of directing behaviour, thoughts and attitudes of others towards the accomplishment of a common objective. In addition, leadership position entails visualizing clearly the mission, making commitment to the mission and to the followers, inspiring trust in followers to accomplish the mission and assuming responsibility. In addition, Clawson (2006) argues that an effective leader should not only focus on the behavior but should also value the opportunities to influence people's thinking, their values and their world view. However as further noted unfortunately, the Kenyan leadership is characterized by cronyism and nepotism, thus, presenting barriers to political, economic, and social development (Klopp & Kamungi, 2008).

According to the vision 2030 secretariat a transformative leadership is about inspirational leadership, leaders who are charismatic, visionary and transformative. For successful public service leadership to occur, it requires strategic application that fuels support for the vision and strategy by empowering and inspiring others. In the same breath, the vision 2030 secretariat observes that the role of the transformative leadership in Kenya's public service is to raise the level of awareness about the importance of certain goals or actions; encouraging

people to rise above self-interest for the good of everyone; helping people understand the need for change; causing people to focus on greater needs, such as self-actualisation and Investing in 'managers' with a sense of urgency

The vision 2030 secretariat further observes that key goals of transformative leadership are to develop and implement institutional capacity building for results oriented management culture; develop a new leadership style that supports the achievement of the Kenya vision 2030; transform the nature of public service in Kenya from process oriented to a results based management culture; grow leaders from an early age in order to use them in transforming the society; systematically harness and manage knowledge and deliver timely and effective services for Kenyans.

Indeed the shift to results based management can largely be attributed to the change of leadership after the 2002 general election and the rise of the Narc government to power. The Narc government was largely seen to be driven by need for reforms as well as transformative leadership. UNDP, (2014) states that between 2006 and 2008, the government decided to shift the public service towards a results-orientation approach by introducing and facilitating the development and management of a holistic result based management system through the results for Kenya programme. The aim was to enhance performance efficiency in all government ministries, departments and agencies. It also meant to reverse the negative image of the public service.

UNDP, (2012) further elaborates its general observation on the effects of rapid results approach as making a widespread difference and is offering lasting solutions in Kenya's public service sector. It provides social change that a village, government office or business will choose and try to accomplish in just 100 days. It further states that the rapid results approach, launched in more than 38 ministries, 175 local authorities and more than 10 State

corporations, has improved service delivery in several areas, such as the Ministry of Immigration and Registration of Persons, the number of days it takes to issue a passport in Nairobi, Kisumu and Mombasa has reduced from 30 to 20 days in 100 days. In addition, the number of uncollected identity cards reducing by 50 per cent, from 195,479 to 100,368 in the eight districts hosting provincial headquarters in 100 days. The UNDP analysis concludes that in 2013, the Government will establish citizen service centres as primary service delivery channels in all the 47 counties. These will be a one-stop shop down in the countries where citizens can obtain their passports, land title deeds, identity cards, Kenya Revenue Authority personal identification numbers and driving licences without having to travel to Nairobi to get the services. This particular analysis is based on the transformation realised through the enactment of a new constitution in 2010 which is centred on transformative governance mechanisms and places the role of leadership at the centre stage.

The vision 2030 secretariat further envisages a transformative leadership as one that leads to major public service delivery transformation goals include which revolutionizing public service office by providing and processing official documents online saving on time and costs; creating a 24/7 user-friendly, convenient channel to enable easy access to public services via mobile phones and providing highly knowledgeable, friendly staff in an ultramodern, high-tech public service facility

2.5 Human Resource Management on Implementation of RRA

Karen Legge (2005) observes that human resources management introduces innovation such as strategic management and planning of human resources utilization and new orientation such as individualization of employee rewards. Combining human resource practices, all with a focus on the achievement of organizational goals and objectives can have a substantial effect on the ultimate success of the organization. Resource based theory implies that

competitive advantage and the implementation of plans is highly dependent upon an organization's basic inputs, including its human capital (Bierman, Shimizu and Kochhar, 2001). Therefore through this implies that the aspect of human resource is integral to the achievement of rapid results approach which in return would lead to the overall achievement of the organizational goals and targets. As further noted by (Keen, 1994) individual and team effort can be devoted to accomplishing the organization's goals

According to HRM guide, (2011) successive governments have seen public sector human resource as either a cost to be managed or a means of dealing with redundancies, but not as a crucial strategic function. This consequently may lead to the risk of failure for the government's public service reform plans to deliver lasting improvements because they under-emphasise people and human resource management issues. Results are critically dependent on developing new skills, changing engrained behaviours and managing the uncertainty and conflict that can arise as a result. Human resource is therefore central to the results based management approach.

According to (Caillods, 2000) putting people first means treating people as valued customers rather than as charges, this signifies making government officials less remote and more responsive and also less bureaucratic and more or results- oriented. Currently in Kenya, the traditional approach used to managing people is an emphasis on administrative procedures – evident in large public corporation currently being privatized. (Kamoche,2003). This therefore requires a shift in the way of managing employees of the government or state corporations to ensure that they deliver results as required change begins with leadership of public service. (Lankeu, 2012)

According to John E. Delery and D. Harold Doty, (1996) in the modern, knowledge based organization strategic planning is quite clearly strategic human resources planning. They identify seven general employment practices which individually and collectively contribute to organizational success. These practises include; internal career ladder, formal training systems, results-oriented performance appraisal, employment security, employee voice/participation, broadly defined jobs, performance-based compensation. The general hypothesis underlying this study is that each practice does indeed matter and has an ultimate outcome on the success or failure of the organizational initiatives.

2.6 Organizational Culture on Implementation of RRA

As noted by the pioneers of rapid results approach Schaffer and Ashkenas, (2005) the key to creating widespread, lasting progress begins with achieving rapid results at the micro-level as you engineer small victories, your company will build a solid foundation for future, more global success. This further implies that the organizational orientation towards achieving results is vital for implementation of any change project.

The general will by the top leadership towards implementing change is prime towards the achievement of initiatives similar to rapid results. According to (Lankeu, 2000), the state must be in the forefront of implementing change and smoothening the path for progress. This entails pro-active measures to develop enabling policy frameworks to promote new technologies, set up performance measurement and evaluation systems, overhaul administrative structures and design adequate patterns for the collection of internationally comparable reliable and accurate data for policy making purposes.

Pritchard, (1995) has outlined the basic steps in managing a transition to a new system; identifying tasks to be done, creating necessary management structures, developing strategies

for building commitment, designing mechanisms to communicate the change and assigning resources. It is important to remember that change to a new system is difficult, comprehensive, long-term process. Leaders will need to maintain their commitment, keep process visible, provide necessary support and hold people accountable for results

As further observed by Obongo, (2004) rapid results initiatives taps into the human desire to succeed by creating real empowerment, motivation and innovation in working towards results. It strengthens accountability and commitment for results and unleashes and enhances implementation capacity. It helps teams set challenging or stretching yet achievable, sharply defined, measurable and visible goals, using existing resources and capacities. This results into collaboration among team members, experimentation and discovery of new ideas. Central to the overall organizational culture is the team-working aspect that must exist towards the achievement of results.

According to Kotter, (1996) establishing a sense of urgency is crucial to gaining needed cooperation. With complacency high, transformations usually go nowhere because few people are even interested in working on the change problem. With urgency low, it's difficult to put together a group with enough power and credibility to guide the effort or to convince key individuals to spend the time necessary to create and communicate a change vision. Obongo, (2004) notes that the turning point of adaptation of the RRI methodology in the entire public service however came with its launch and implementation in the entire Office the President, Ministries and Department in September 2006. It not only gave rapid results approach, visibility and publicity, it also stamped a mark of approval and authority of the highest office in the land. The subsequent success manifested during the celebration of the

100- days was therefore just a confirmation that for effective and efficient results the entire public services needed to adapt rapid results approach.

Kanter, (1991) alludes that culture is the principal and overriding determinant of successful organizational performance. Zucker, (1991) further argued that organizational culture is notoriously slow if not outright resistant to change. Change is not conducive to an environment of stability; it precipitates more and more disruption (Conner, 1998) wooing business leaders to a critical impasse. You cannot have both stability and change; they are divergent forces.

2.7 Theoretical Framework: Management by Objective by P. Drucker (1954)

Management by Objectives was first outlined by Peter Drucker (1954). According to Drucker, managers should avoid 'the activity trap, getting so involved in their day to day activities that they forget their main purpose or objective. This theory relies on the defining of objectives for each employee and then comparing and directing their performance against the objectives which have been set. It aims to increase organizational performance by aligning goals and subordinate objectives throughout the organization. Ideally, employees get strong input to identifying their objectives, time lines for completion, Management by Objective includes on-going tracking and feedback in the process to reach objectives.

Rapid Results Approach has been viewed as one of the avenues of instilling management by objective in the public sector. This is seen through the implementation of time bound projects that otherwise was not the practice in the past. Characteristics of this theory include; cascading of organizational goals and objectives, specific objectives for each member, participative decision making, explicit time period, and performance evaluation and feedback

Management by Objectives also introduces the Specific, Measurable, Achievable, Realistic, Time-bound (SMART), for checking the validity of the Objectives, SMART stands for; specific, measurable, achievable, realistic, and time-related. All these aspects of the above theory are directly related to the Results for Kenya initiative aiming at efficiency and effectiveness in service delivery across the entire public service through 100 days rapid results initiative. This is in regards to strategic planning approaches across public service, this focuses on properly thought out goals geared towards results based management based on superior service delivery to Kenyans.

Similar to Management by Objective, RRA is a structured methodology for the building and practicing results based projects geared towards the achievement of short term goals whose results have an impact on development. The projects under RRIs are hence goal oriented and time-bound. Further RRIs have these key attributes; action, impact variable, scope, measurement, time frame. This is hence directly linked to the SMART element of MBO. In a broader sense this theory further links-up with the broader public sector service delivery reforms in Kenya focusing on performance contracting, and the private-public partnerships. Merit based recruitment and promotion within the public sector further supports the quick delivery of services and more so with management by objective, discipline in funds utilization is instilled among the public servants.

2.8 Conceptual Framework

The study was guided by the following conceptual framework

Independent Variables

ICT Infrastructure

- Type of ICT infrastructure available

- Rate of service deliver

Moderating Variable

Government Policies

Transformative Leadership

- Frequency follow-up on mission & vision

- Level of delegation

- Frequency of Departmental meetings at various levels on RRIs

Dependent Variable

Human Resource Management

- Level of investment on staff development /training

- Level Compensation

- Frequency and Performance Appraisal process

Implementation of Rapid Results

-Pace of service delivery

-Level of result achievement

Extraneous Variable

Organizational Culture

- Level of urgency to deliver

- Desire for change

- Structural issues

- Communication structure/channels

Management Strategy

Figure 1 : Conceptual Framework

The conceptual framework indicates factors influencing implementation of rapid results approach with a focus on the Department of Immigration Services in Kenya. These factors which include ICT, human resource management, organizational culture and transformative leadership are the basis of independent variables while rapid results are the dependent variable. As indicated in the framework, the independent variables are also interrelating with one another for instance transformative leadership affects organizational culture as well as human resource management. In addition human resource management may be influenced by the use of ICT. The relations between the independent variable and the dependent variable is affected by a moderating variable namely government policies and intervening variable namely management strategy. In overall the independent variables have a direct influence on the dependent variable.

2.9 Summary of Chapter

Rapid result in public sector service delivery as the dependent variable and transformative leadership, human resource management, organzational culture as well as ICT as independent variables which interrelate towards the rapid results approach. Rapid results is measured throught the 100-day delivery timelines and is seen as a key step towards creating public confidence on governement service delivery processes. The use of ICT enable application of quick meachnisms of delivery of service including online application platforms as well as feedback portals. These are seen to reduce the one on one involvement of both government providers and the recipients of government services.

Transformative leadership is seen as a key driver towards achievement of results. Inspiring teamwork and change processes while driving the vision of change is key for a leader to wensure change is effected. Rapid results is concerned with the change in pace of service

delivery hence the need for this transformative mindset. A leader should create more self-leaders towards sustainable achievement of resultsSound human resource management is crucial towards ensuring a sustained drive towards results. Strategic management of human resources will ensure allocation of vital resources on key areas where they are needed and ultimately lead to better results. Capacity building of human resource is crucial towards generating better results. Need for appraisal of human resource is important towards ensuring continous improvement of individuals.

Organizational cultural is a critical part that would determine the success of rapid results delivery. Organizational culture will determine the sense of urgency within the organization , create a desire for change or lack thereof as well as ensure communication and teamworking. Organizational culture is therefore important for anchoring sustainable rapid results modelin organizations.

3.0 Study Gap
The study sought to examine the relationship between the four independendent variables of ICT infrastructure, human resources management, organizational culture as well as transfromative leadership and how these variable relate to the dependent variable of implementantation of rapid results approach. The study further assessed how the different variables related with one another as part of this information was not availble in the reviewed literature.

CHAPTER THREE

RESEARCH AND METHODOLOGY

3.1   Introduction

This chapter describes the methodology that was be used to carry out the study. This includes the research design, target population, sample size and sample selection, data collection instruments and an explanation of how the instruments were piloted and checked for both reliability and validity, data collection procedures, data analysis techniques, ethical considerations and operationalization table of variables.

3.2   Research Design

A research design is the conceptual structure within which research is conducted (Kothari, 2007). This study employed a descriptive survey research design since the researcher sought to collect data from respondents from the Department of Immigration Services. The data is used to bring out key features of rapid results approach at the Department of Immigration Services in Kenya. Descriptive survey ensured that information deduced from the collected data is used to describe the existing phenomenon. The major purpose of a descriptive research is description of the state of affairs whereas surveys are concerned with describing, recording, analysing and interpreting conditions as they exist or existed (Kothari, 2007).

3.3   Target Population

Target population according to (Borg and Gall, 2003) is all the members of a real or hypothetical set of people, events or objects to which we wish to generalize the results of research. The target population for this study was 40 respondents consisting of 1 director, 2 deputy directors, eight senior assistant directors assistant 12, Senior Officers and 18 operations officers.

Table 3.1 Sample Size

Source: Immigration Department Website, 2014

	Top Managers	**Mid-Level**	**Operations**
Target	10	12	18
Total	**10**	**12**	**18**

3.4   Sample Size and Sampling procedure

This study was a census of immigrations department management consisting of 10 top level managers 12 middle level managers and 18 operational level staff working in the immigrations department of Kenya. Therefore no attempt was done at sampling the departmental leadership team. The design was preferred since the target population was small and manageable. According to Mugenda and Mugenda (2003), when the target population is small, taking the whole population would be advisable. Morris & Patel (2008) further stated that when the population size is less than 300, the researcher can survey the entire population. In this study, the researcher surveyed the total population of 40.

3.5   Reliability of Instruments

Questionnaires were be used to collect data from the targeted managers and staff. The questionnaire had four sections and consisted of open-ended and closed ended questions. The questionnaire sought to collect data as follows;

Personal background in section one; section sought data on the influence of ICT infrastructure on the implementation of rapid results approach; section three further sought data on the influence of human resources management on the implementation of rapid results approach; section four further sought data on influence of transformative leadership on the

implementation of rapid results approach and the influence of organizational culture on the implementation of rapid results approach.

The questionnaires were the most appropriate tool as it allowed the researcher to collect information from diverse perspectives; the findings remain confidential, saves time and since they are presented in paper format and there is no opportunity for bias. Distribution and collection of the questionnaire was managed by the researcher and this process took place on different times. It's permitted issues to be probed and rejoinder questions to be added as the need arises. The data collection was recorded manually.

A pre-test was conducted to check the validity and reliability of the questionnaire and also check for their ethical appropriateness. The instruments were piloted among 8 staff members. The researcher used the split half method in assessing reliability during piloting of the instrument.

3.5.1 Validity of the Instruments

Mugenda and Mugenda (2003), defines validity as the accuracy and meaningfulness of inferences, which are based on research results. Validity indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2007). He further says that its determination is purely judgmental and can be done by using a panel of persons who judged how well the instrument meets the standard. In this study, validity was met through having the instrument reviewed by the university supervisor whose recommendations were used to review the instrument. The study used content validity as a measure of the degree to which data was obtained from the research instruments. All the three objectives were included in the research instrument. Simple language was used in the research instrument in order to ensure that the respondents fully understand the content. Follow-ups were made on any unclear responses through telephone calls as well as emails.

3.5.3 Reliability of the Instruments

Nachmias and Nachmias (2005) define reliability as the extent to which a measuring instrument contains errors that appear inconsistently from observation to observation, during any one measurement attempt or that vary each time a given unit is measured by the same instrument. A measuring instrument is reliable if it provides consistent results (Kothari, 2007). The reliability estimate is then stepped up to the full test length using the spearman-Brown prediction formula.

Predicted reliability, $\rho_{xx'}^{*}$, is estimated as:

$$\rho_{xx'}^{*} = \frac{N\rho_{xx'}}{1 + (N-1)\rho_{xx'}}$$

Where N is the number of "tests" combined and $\rho_{xx'}$ is the reliability of the current "test". The formula predicts the reliability of a new test composed by replicating the current test N times. A reliability of 1 will be deemed reliable. A pilot was carried out to test the reliability of the instrument before the full study was conducted. The pilot depicted spearman's brown prediction of 0.99 and split-half (odd-even) correlation of 0.99.

3.6 Data Collection Procedure

The researcher sought permission from the Director of Immigration Services through a written correspondence. This was then followed by a visit to the immigrations office in Nairobi for familiarisation as well as setting the interview schedule with the targeted managers and staff. The researcher then administered the tool based on the agreed schedule. The study used both open and close ended questions in the questionnaire to collect data, which incorporated qualitative and quantitative data. Questionnaires were the main source of primary data because they provided detailed feedback which gave accurate picture for factors influencing implementation of RRA.

3.7 Data Analysis Techniques

All questionnaires were checked for data quality before data its analysis. It involved editing of data which ensured that the collected raw data is free from errors and omissions and where detected, corrections were made. Data separation involved arranging data in groups or classes on the basis of similarities. Tabulation of the data was made using the frequency distribution tables and analysis done using epi info computer program. Frequencies & percentages were used to analyse data from the questionnaires.

3.8 Ethical Considerations

Mugenda (2003) suggests that protecting the rights and welfare of the participants should be the major ethical obligation of all parties involved in a research study. The researcher ensured non-disclosure of research data to parties that may use such data for their own purposes. All possible measures were taken to ensure that the respondents' names and particulars were not disclosed. A system of coding the participants' responses was established so that each completed tool can be linked to the managers or staff without using actual names. Participation in research was voluntary. This was communicated prior to the start of the study. The researcher obtained an informed consent before the study commenced. Research findings will be shared out with the participants through meeting.

3.9 Operationalization of Variables

Table 3.2 Table of Operationalization of Variables

Objective	Variables Independent variable	Indicators	Measurements	Level of scale	Tool of Analysis
To determine how ICT infrastructure influences implementation of rapid results approach at the department of immigrations services in Kenya	ICT	Type of ICT infrastructure available Rate of service deliver	Number of ICT based processes at the immigrations department Level of ICT platforms application at the immigrations department	Nominal	Descriptive statistics Mean Percentage Standard deviation
To investigate how transformative leadership influences implementation of rapid results approach at the department of immigrations services in Kenya.	Transformative Leadership	Frequency follow-up on mission & vision Level of delegation Frequency of departmental meetings at various levels on RRIs	Evidence of transformative leadership at the immigrations department	Nominal Ordinal Interval	Descriptive statistics
To establish how human resource management influences implementation of rapid results approach at the department of immigrations services in Kenya	Human Resource Management	Level of investment on staff development /training Level Compensation Frequency and Performance Appraisal process	Level of staff competency at the immigrations department Staff satisfaction	Nominal Ordinal	Descriptive statistics Percentage Correlation Regression
To examine how organizational culture influences implementation of rapid results approach at the Department of Immigration Services in Kenya.	Organizational Culture	Level of urgency to deliver Desire for change on process delivery among senior personnel Communication structure/channels	Level of application and follow-up on organizational policies and systems	Nominal Ordinal	Descriptive statistics Percentage Correlation Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis on factors influencing implementation of rapid results approach at the department of immigrations services head office in Nairobi. Data collected was analysed using frequencies and correlation.

4.2 Nature and Characteristics of Respondents

Table 4.1: Survey Response Rate

Source: Field data, 2014.

	Number	%
Top Managers	5	20
Mid-Level Managers	7	28
Operations	13	52
Total	**25**	**100**

The total population targeted by the study was 40 respondents. Out of these respondents, 5 were top managers who responded by use of an interview schedule while 20 mid-level and operational managers working at the immigrations head office in Nairobi. However, the overall responded were 25 representing (65 %) of the total target population. The 15 (35%) questionnaires that were not returned were due to rationale like; the respondents were not accessible to fill them in time. This conformed to Mugenda and Mugenda (2003) who recommends that for simplification a response rate of 50% is sufficient for scrutiny and exposure, 60% is good and a response rate of 70% and over is excellent.

4.3 Demographic characteristic of Respondent

This section was interested in knowing the characteristic of respondents in terms of age,

gender and academic qualifications

4.3.1 Respondents by Gender

The study sought to assess gender distribution in relation to the Department of Immigration

Services population of this study. This was important towards further examination of how

gender distribution affected performance as well as pace of delivery of services. It was also

important to assess gender distribution in the management at the Department of Immigration

Services in Kenya.

Table 4.2: Respondents by gender

Gender	Top Manager		Mid-Level Manager		Operations		Total	
	N	%	N	%	N	%	N	%
Male	2	8	4	16	9	36	15	60
Female	3	12	3	12	4	16	10	40
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

60% were male while their female counterparts were 40 %. The findings suggest a near

gender balance between the two sexes which can be attributed purely to the gender equality

policies for instance the 30% gender policy being implemented by the government especially

at the management level jobs. The study therefore had a near equal chance of gender

representation for purposes of interpreting gender influence towards service delivery.

4.3.2 Distribution of the Respondents by Age

The study sought to get data on the age distribution among the respondents towards

examining the influence of age towards pace of service delivery, conformity to changes as

well as influence of age on the levels of experience of the respondents.

The managers were further asked to state their ages, and this was categorized into five age

sets in the intervals between 18-35 years, 36-50 years, and 51-65 years.

Table 4.3: Respondents by age group

Age	Top Managers		Middle Level		Operations		Total	
	N	%	N	%	N	%	N	%
18 – 35 years	0	0	2	8	5	20	7	24
36 – 50 years	3	12	4	16	7	28	14	52
51 – 65 years	2	8	1	4	1	4	4	16
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

76 % (21) respondents were below 50 years of age. This depicts middle age level preference

for the top, middle and operational levels staff of the Department. This could further be

interpreted as a need to have certain minimum years of experience to join this cadre staff.

4.3.3 Distribution of the Respondents by Highest Level of Academic Qualification

The study further sought to assess the respondent's highest level of education to further

reflect its influence on adaptability to change, levels of understanding goals and

organizational vision as well as strategic management capacity.

The managers were further asked to state their highest academic qualification and this was

categorized in four classes; certificate, diploma, bachelor's degree, post graduate diploma or

degree.

Table 4.4 Academic qualification for managers

Highest level of Education	Top Managers		Mid-Level		Operations		Total	
	N	%	N	%	N	%	N	%
Certificate	0	0	0	0	2	8	2	8
Diploma	0	0	0	0	7	28	7	28
Degree	2	8	3	12	2	8	7	28
Post-Graduate	3	12	4	16	2	8	9	36
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

The academic qualification of the manager indicates that the majority of them had post-graduate qualification 9, (36 %); 7, (28%) had diploma qualification, while 7, (28 %) had degree qualification and finally 8% had certificate qualification. This implies that most of the staff in the top and middle tiers of management have post-graduate qualifications. It further depicts a bias towards a certain minimum of education qualification for the two levels of management. Most operational staff have diploma qualifications and this could be interpreted same as above in relation to minimum education qualification.

4.4 ICT Infrastructure and Implementation of RRA

The study sought to determine how ICT infrastructure influences implementation of rapid results approach at the Department of Immigration Services in Kenya. This was a key aspect of the study as it formed part of the objectives of the study on the influence of ICT in the delivery of services.

4.4.1 Distribution of Respondents by use of ICT Infrastructure

The managers were asked to state if they knew of any ICT infrastructure used in service delivery at the department.

Table 4.5: Knowledge of ICT Infrastructure

ICT Platforms	Top Managers		Mid-Level Managers		Operations		Total	
	N	%	N	%	N	%	N	%
Yes	5	20	7	28	13	52	25	100
No	0	0	0	0	0	0	0	0
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

100 % responds indicated knowing various ICT platforms used to deliver services at the department. A list of the various platforms in their knowledge was shared in the questionnaire. This implies that all the respondents were familiar with computer applications towards service delivery at the department

4.4.2 Distribution of Respondent s by their Knowledge of Rapid Results Approach

The study had a focus on the rapid results approach as a dependent variable and hence it sought to know the levels of knowledge of the respondents on the rapid results approach.

The study further sought to assess the levels of knowledge in relation to the concept of Rapid Results Approach at the Department of Immigration Services in Kenya. The managers were further asked to state if they knew of rapid results approach application in the department.

Table 4.6: Knowledge of Rapid Results Approach

RRA	Top Managers		Middle-Level Managers		Operations		Total	
	N	%	N	%	N	%	N	%
Yes	5	20	7	28	9	36	21	84
No	0	0	0	0	4	16	4	16
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

The managers indicated that they knew of RRA application within the department. In total 84% of the managers indicated having knowledge of RRA application in the department where as 16 % in the operations department did not having knowledge rapid results approach. This further implies that top and mid-level managers are all aware of the concept of RRA while a large percentage of the respondents at the operations level are aware of the concept of RRA. This therefore could be interpreted as a sign of deliberate efforts by the department to familiarise its staff on this concept.

4.5 Human Resources Management and Implementation of RRA

The study sought to establish the influence of human resources management on the implementation of rapid results approach at the immigrations department head office in Nairobi. Human resource management was seen as an integral part of this studies hence the need to have a deeper analysis on key aspects of its management. The analysis was done based on number of personnel, appraisal process salary review, motivation, and individual development plan and personnel involvement in goal setting.

4.5.1 Rapid Results Goal Setting
As earlier indicated in the literature review regarding rapid results approach, goal setting at the departmental level is quite an important aspect of the achievement of the departmental goals. In the same light this study deemed it important to evaluate the levels of goal setting at the immigrations department in Kenya and how this affects the implementation of rapid

results approach at the department. The survey further targeted to know if the managers had been involved in the different levels of rapid results goal settings within the Department of Immigration Services.

Table 4.7: Rapid Results Goal Setting

	Top Managers		Mid-Level Managers		Operations Manager		Total	
Rapid Results Goal Setting	N	%	N	%	N	%	N	%
Yes	5	20	4	16	9	36	18	72
No	0	0	2	8	2	8	4	16
Not Sure	0	0	1	4	2	8	3	12
Total	5	20	7	28	13	52	25	100

A majority of the respondents 18, (72%) are involved in goal setting, while 4, (16%) have never been involved in this process. 3, (12%) were not sure where they have taken part in such a process. This implies that the high percentage represented by the staff involved in goal setting could be an indication of deliberate efforts to involve staff in rapid results goal settings which is in line with the basis of successful implementation of rra according to the literature reviewed in this study.

4.5.2 Appraisal Process

As indicated in the literature review on human resource management, appraisal process is a key element towards staff capacity building as well as staff motivation. This study therefore sought to know whether appraisals are conducted at the Department of Immigration Services and the duration taken between appraisals

Table 4.8 Appraisal Process Duration

The managers were further asked to state whether they had been appraised in the last 12 months

Salary Reviews	Top Managers		Mid-Level Managers		Operations Level Managers		Total	
	N	%	N	%	N	%	N	%
Yes	4	16	5	20	8	32	17	68
No	1	4	2	8	2	8	5	20
No Response	-	-	-	-	3	12	3	12
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

A majority 68%, (17), of the respondents had undergone the appraisal process while 20 %. Had not undergone this process. Further 12% did not answer this particular question. This implies that the department is not fully compliant to annual appraisal processes as a minimum and that the process is not fully clear to all staff members who were part of the respondents of this study. A further 3 (12%) who did not respond to this question could be an indication of not being sure with the process or fear of reappraisal.

4.5.3 Salary Review
In further assessment of the human resources management at the department, the study sought to understand the process of salary review which was further seen as a key component towards motivation at workplace in the literature review related to this theme.

Table 4.9: Salary Review

The respondents were further asked to state if their salaries had been reviewed in the last 12 months

Salary Reviews	Top Managers		Mid-Level Managers		Operations Level Managers		Total	
	N	%	N	%	N	%	N	%
Yes	5	20	7	28	13	52	25	100
No	0	0	0	0	0	0	0	0
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

100% of the respondents had received a salary review in the last 12 % months. This implies that the staff salary appraisal is a very regular process across the board within the respondents who formed part of this study. This could be influenced by the government policies in place across all government departments.

4.5.4 Salary Satisfaction

In view of the extent to which the staff were satisfied with their reviewed salaries the study further interrogated this component.

The managers were further asked to if they were satisfied with the current salary levels.

Table 4.10: Satisfaction with the Salary

Salary Satisfaction	Top Managers		Mid-Level Managers		Operations Level Managers		Total	
	N	%	N	%	N	%	N	%
Yes	4	16	4	16	5	20	13	52
No	0	0	2	8	4	16	6	24
Indifferent	1	4	1	4	4	16	6	24
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

Slightly more than half of the total respondents 52 % (n=13) are satisfied with their current salary level. 24 %, (n=6) are dissatisfied where as 24 %, (n=6) are indifferent regarding their salaries. The study shows a high prevalence of dissatisfaction with the current salaries among staff. This could have an implication on the pace and quality of service delivery.

4.5.5 Individual Development Goals and Plans

Beyond the rapid results goals, human resources practitioners have identified individual development as a key aspect of workplace satisfaction or dissatisfaction as well as results achievements. On this account the study therefore sought to know if the respondents had individual development goals and plans.

The managers were asked if they had individual development goals which are agreed between them and their supervisors. Their response is illustrated in the table below.

Table 4.11: Individual Development Goals and Plan

	Top Managers		Mid-Level Managers		Operations Level Managers		Total	
Individual Goal Plan	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Yes	1	4	2	8	0	0	3	12
No	2	8	3	12	8	32	13	52
No Answer	2	8	2	8	5	20	9	36
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

While Table 4.12 shows that 12%, (3) of the respondents reported they had an agreed individual development goal plan with their supervisors, whilst 52%, (13) indicated not having individual development goal plan and 36%, (9) did not respond to that question. This implies that most staff could be concentrating on the rapid results goals achievement only with no concrete individual development goals which could further impact on their job satisfaction.

4.5.6 Motivation and Service Delivery

The study was further interested to know the general levels of motivation for the staff in relation to their workplace as well as service delivery. This was deemed necessary in relation to how this affects the pace of service delivery.

The managers were asked whether they feel motivated to carry out their work. Their response is indicates in the table below.

Table 4.12: Motivation and how it affects service delivery

Response	Top Management		Mid-Level Management		Operations Level Management		Total	
	N	%	N	%	N	%	n	%
Yes	4	16	5	20	7	28	17	64
No	1	4	2	8	6	24	8	36
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

64 % (17) indicated that the respondent felt motivated while and 36% (8) indicated that the responded did not feel motivated to carry their work. This implies there exists a gap in staff motivation as indicated by 36 % of the staff in key management position to improve their levels of motivation in relation to their work.

4.6 Transformative Leadership and Implementation of Rapid Results Approach

The study had sought to assess the influence of transformative leadership on the implementation of rapid results approach as part of the objective. Various literature was reviewed and linked key aspects of transformative leadership to rapid results approach and related service delivery.

4.6.1 Department Staff Meetings

Part of transformative leadership skills within group and team management is the ability to conduct effective team sharing and communication platforms including staff meetings. This theme therefore sought to understand the frequency of meetings at the Department of Immigration Services.

The managers were asked the frequency of meetings within the category of daily, weekly, monthly or others within their departmental clusters.

Table 4.13 Influence of staff departmental meetings

		Top Managers		Mid-Level Managers		Operations Level		Total	
Frequency of Meetings		N	%	N	%	N	%	N	%
Daily		0	0	2	8	4	16	6	24
Weekly		2	8	3	12	8	32	13	52
Monthly		2	8	1	4	1	4	4	16
Others		1	4	1	4	0	0	2	8
None		-	-	-	-	-	-	-	-
Total		5	20	7	28	13	52	25	100

Weekly meetings dominate the frequency of departmental meeting 52% % of the respondent indicated to that effect, Daily meeting are frequent among the operations staff who were part of the respondents for this research. In overall all staff seem to have strategic departmental meetings. This implies that there is a platform for staff sharing of ideas as well as communication top-down bottom up in relation to work related issues.

4.6.2 Work Tasks versus RRA Assignment

RRA is a new concept within the Department of Immigration Services and hence the study sought to know how closely related are day to day work tasks and the rapid results approach. This was important in the understanding of time distribution between work tasks and rra tasks.

The managers were asked to state if they have specific work tasks in relation to RRA

Table 4.14: Work Tasks In Relation to RRA

work Tasks	Top Managers		Mid-Level Managers		Operations		Total	
	N	%	N	%	N	%	N	%
Goal Setting	4	16	3	12	2	8	9	36
Supervisory	1	4	3	12	2	8	6	24
Operationalization	-	-	1	4	9	36	10	40
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

36 % of the respondents are involved in rapid results goal setting, 24% are involved in supervisory roles on rapid results work, and 40 % are involved in operationalization of rapid results approach projects. All staff tasks were related to their work hence this implies a direct relationship between work tasks and RRA related goals.

4.6.3 Workplace Environment versus Implementation of RRA

The study further sought to know whether the workplace environment had any implications on the implementation of RRA. Appreciation at workplace was seen as a driver towards a motivated staff which in turn would increase their pace of output.

The respondents were asked to state if their supervisors appreciated their work

Table 4.15: Appreciation at work place and its influence on Rapid Results Approach

Workplace Appreciation	Top Managers		Mid-Level Managers		Operational Level Managers		Total	
	N	%	N	%	N	%	N	%
Highly Appreciated	0	0	1	4	2	8	3	12
Appreciated	2	8	2	8	3	12	7	28
No Appreciation	3	12	4	16	8	32	15	60
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

A majority of respondents 60 % felt unappreciated for their work while 28% felt appreciated. 12 % felt highly appreciated. This further implies that lack of appreciation at workplace could be an ingredient towards low levels of motivation and ultimate low output on key work related components.

4.6.4 Feedback Process and Implementation of RRA

A key aspect of RRA is the management of its cycle to ensure full implementation of the gals. This RRA cycle therefore implies clear understanding the required information and sharing of goals set as well as creating a feedback mechanism for relying results and for continuous improvement. This study therefore sought to understand the feedback processes at the immigrations department to further assess the flow of information to facilitate the RRA process.

The managers were asked to state the frequency of feedback sharing.

Table 4.16: Feedback Processes

Feedback	Top Managers		Mid-Level Managers		Operations Level		Total	
	N	%	N	%	N	%	N	%
Daily	0	0	1	4	4	16	5	20
Weekly	1	4	3	12	7	28	11	44
Monthly	3	12	3	12	1	4	7	28
Others	1	4	0	0	1	4	2	8
None	-	-	-	-	-	-	-	-
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

All respondents 100% of the total respondents received feedback on their work but at different frequencies. Feedback processes are seen to be well considered by the department and this could also be related to the highly linked nature of RRA and day to day duties of the respondents.

4.7 Organizational Culture on RRA implementation

The study sought to assess how organizational culture influences the implementation of rapid results approach at the immigrations department. This was a key objective of the study based on the literature reviewed and key themes identified under the influence of organizational culture

4.7.1 Knowledge Management and Rapid Results Approach

The study further focused on aspects of anchorage of new knowledge and management of information and new ideas in the department for purposes of implementation of rapid results approach. This was deemed necessary based on the literature reviewed as well as further need

to understand how new knowledge was handled at the department from staff to management and vice-versa.

The managers were asked on the frequency of sharing new work related ideas on rapid results approach or related service delivery mechanisms

Table 4.17 Knowledge Sharing

	Top Managers		Mid-Level Managers		Operations Manager		Total	
	N	%	N	%	N	%	N	%
Often	5	20	4	16	3	12	12	48
Rarely	0	0	2	8	4	16	6	24
Never	0	0	1	4	4	16	5	20
No Answer	-	-	-	-	2	8	2	8
Total	**5**	**20**	**7**	**28**	**13**	**52**	**25**	**100**

48% of the respondents frequently shared new work related ideas within their departments, while 24% of the respondents rarely shared new ideas with colleagues. 20 % of the respondent indicated that they never shared new ideas while 8% never gave any response to this quest. This shows that all the top level managers and most of mid- level managers are involved in sharing of new information often. This further shows that there is generally an opportunity to share new ideas in the various departmental meetings as well as day to day work related engagements.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1   Introduction

This study was conducted to establish the factors influencing implementation of rapid results approach at the department of immigrations services head office in Nairobi. This chapter provides information on summary of findings, discussion, conclusions, suggestions for further research and the recommendations of the study

5.2   Summary of Findings

The findings on factors influencing implementation of rapid results approach at the Department of Immigration Services in Nairobi.

5.2.1   ICT Infrastructure on Implementation of RRA

The study noted that 100 % responds indicated knowing various ICT platforms used to deliver services at the department. A list of the various platforms ICT in their knowledge was included MS-Office, as well as an intranet management programme for internal communication. External communication and delivery of services has been reached through an online platform where citizens can track the process of passport application. In regards to knowledge of various rapid result projects in the department, respondents indicated that they knew of RRA application within the department. In total 84% of the managers indicated having knowledge of RRA application in the department where as 16 % in the operations department did not having knowledge rapid results approach.

5.2.2   Human Resources Management on Implementation of RRA

The study found that 72 % of the responds were involved; on the other hand, 16 % indicated that they were not involved where as 12 % were not sure if they have been involved or not. In regards to appraisal processes the number of those who had been apprised in the last 12 months was much higher at 68% than those who had not undergone the appraisal process 20 %. Further 12% did not answer this particular question. In regards to salary reviews 100% of

the respondents had received a salary review in the last 12 %, months. Further, in regards to salary satisfaction slightly more than half of the total respondents 52 %, (13) are satisfied with their current salary level. 24 %, (6) are dissatisfied where as 24%, (6) are indifferent regarding their salaries. On personal goal development 12%, (3) of the respondents reported they had an agreed individual development goal plan with their supervisors, whilst 52%, (13) indicated not having individual development goal plan and 36%, (9) did not respond to that question. Finally on job motivation 64 %, (17) indicated that the respondent felt motivated while and 36% (8) indicated that the responded did not feel motivated to carry their work.

5.2.3 Transformative Leadership on Implementation of RRA

The study noted that weekly meetings dominate the frequency of departmental meeting 52% % of the respondent indicated to that effect, Daily meeting are frequent among the operations staff who were part of the respondents for this research. In overall all staff seems to have some form of departmental meeting. Only 36% of the respondents are involved in rapid results goal setting, 24% are involved in supervisory roles on rapid results work, and 40 % are involved in operationalization of rapid results approach projects. The study indicates that a majority of respondents 60 % felt unappreciated for their work while 28% felt appreciated. 12 % felt highly appreciated. It further indicates that 100% of the total respondents received feedback on their work but at different frequencies.

5.2.4 Organizational Culture on Implementation of RRA

Further the study revealed 48% of the respondents frequently shared new work related ideas within their departments, while 24% of the respondents rarely shared new ideas with colleagues. 20 %   of the respondent indicated that they never shared new ideas while 8% never gave any response to this question.

5.3   Discussion of Findings

This section discussed the finding of the research project and further related the study findings with the literature review.

5.3.1 ICT and Implementation of RRA

The study noted a high influence of ICT infrastructure on the implementation of RRA with 100% respondents indicating existence of various ICT platforms in the Department towards service delivery. Further in line with Wangari, (2011) who noted that Kenya's e-government was launched to enhance the delivery of public information and services to the citizens, improve citizens' participation in the public policy processes, and enhance the morale of government employees. The study reveals that the use of ICT platforms for internal communication as well as reaching out to the citizenry looking for services at the department of immigration serves has helped boost rapid delivery of services at the department. The study further concurs with UNESCO (2004) research which showed that ICTs can help reinvent government by injecting innovative ideas in the government institutions and structures to enhance provision of goods and services with greater efficiency, effectiveness, and lower costs. The efficiency in this case can be seen with the tracking system on passport application, rapid application and delivery of passports at the department in Nairobi.

5.3.2 Transformative Leadership and Implementation of RRA

As found out in the study, a majority of the respondents were involved in strategic staff meetings as well as rapid results goal setting. This further affirms the work of Denhardt et al. (2002) who described leadership as a process of directing behaviour, thoughts and attitudes of others towards the accomplishment of a common objective. This can be seen with the high levels of involvement of top managers in goal setting at the department which is indeed expected of top managers as well as part of the middle level managers. The study however notes the low levels of involvement of operational staff in goal setting as well as low levels of influence from the top leadership towards implementing a common plan in contrast Clawson

(2006) who argued that an effective leader should not only focus on the behaviour but should also value the opportunities to influence people's thinking, their values and their world view.

5.3.3 Human Resource Management Policies and Implementation of RRA

The study noted that whereas the personnel 100% have been awarded an increment in the last twelve months, they exhibited low levels of motivation which is an issue of great concern and one that needs to be further interrogated. As noted by Karen Legge (2005) observes that human resources management introduces innovation such as strategic management and planning of human resources utilization and new orientation such as individualization of employee rewards. These other rewards could be a missing aspect in the case of personnel management at the Department of Immigration Services. This observation s further noted in the low levels of sharing new ideas between the top management and operations level officers and within the operation level officers. This is in contradiction of (Keen, 1994) who noted that individual and team effort can be devoted to accomplishing the organization's goals.

5.3.4 Organizational Culture and Implementation of RRA

In relation to organizational culture the study noted that all staff had feedback sessions relating to rapid results delivery as well regular knowledge sharing opportunities represented by 78% of the respondents. This is also the case in relation to Goal orientation as well as setting with 72% of the respondents having acknowledged being involved in these critical processes related to organizational culture. This is seen to be a prime aspect of achieving a common plan. As noted by Schaffer and Ashkenas, (2005) the key to creating widespread, lasting progress begins with achieving rapid results at the micro-level as you engineer small victories, your company will build a solid foundation for future, more global success. The study however noted a high prevalence of respondents who felt unappreciated at work place which could be further invested. This further applies for the low levels for the low prevalence of respondents who shared their individual goal development plan with their supervisors.

5.4   Conclusions

The research study found that ICT infrastructure, transformative leadership, human resources management policies as well as organizational culture influence the implementation of rapid results approach. Transformative leadership as well as human resource management have higher percentages of negative influence towards implementation of rapid results approach in this study. The four independent variables reveal a high influence on the dependent variable as well as exhibiting a relationship between them. Some of these aspects related to human resource management include individual goal development where 12% (3) of the respondents reported they had an agreed individual development goal plan with their supervisors, whilst 52%, (13) indicated not having individual development goal plan and 36% , (9) did not respond to that question. A further 64 %, (17) indicated that the respondent felt motivated while and 36%, (8) indicated that the responded did not feel motivated to carry their work. In relation to, a key leadership aspect, indicate that a majority of respondents 60 % felt unappreciated for their work while 28% felt appreciated. 12% felt highly appreciated. Finally in relation to ideas sharing, 48% of the respondents frequently shared new work related ideas within their departments, while 24% of the respondents rarely shared new ideas with colleagues. 20 % of the respondent indicated that they never shared new ideas while 8% never gave any response to this question. This is seen to hinder creativity and innovation in the department.

5.5   Recommendations of the Study

The following are recommendations made by this research project;

1. There needs to have a clear process of rapid results goal orientation at all levels within the department of immigrations and within the different clusters of managers operationalizing these goals.

2. Improvement on the rewards for achievements made by individual managers or cluster of managers is a prerequisite to promote motivation. The study recommends a further assessment of areas that would promote motivation among managers at the Department of Immigration Services. This applies for appreciation for meeting goals. This recommendation is to the top management of the Department.

3. There is thorough need to look at the human resource management policy within the Department and government to create room for an avenue for individual goal development which is shared between the staff and their supervisors. This will ensure that staff has a balance between their personal development plan example undertaking further studies and work deliverables.

5.6 Suggestions for Further Research
The following were suggested for further study.

1. Influence of gender on rapid results approach

2. Influence of creativity and innovation on rapid results approach.

.

REFERENCES

Borg and Gall. Retrieved from http://www.kenpro.org 2014.

Berman, E.M. (1997) . *Dealing with cynical citizens*. Public Administration Review. pp. 33-

36.

Botha, G., & Van Renbury, A.C. (2010). *Proposed business process improvement model with*

integrated customer experience management. American Marketing Association.

Chicago.

Clawson, JG. (2006). *Level three leadership: Getting below the surface*. Upper Saddle

River, NJ: Pearson Prentice Hall . pp. 45-67.

Goldstein, J. and Rotish, J. (2008). *Digitally networked technology in Kenya's 2007-2008*

post-election crisis. Berkman Center for Internet and Society.

Heeks, R. (2002). *E-government in Africa: Promise and practice*. Institute for Development

Policy and Management. Pp. 7-13.

Kotter, J. (2012). *Leading Change*. Harvard Business Press.

Kotelnikov, V. (2009). *Leading by Example*. Retrieved September 18, 2009,

 from :http://www.1000ventures.com on 25th March 2014.

Klopp. J. & Kamungi, P., (2008). *Violence and elections: Will Kenya Collapse*? World Policy

Journal 24 (1) .

Kamoche, K.N (2003). *Managing Human Resources in Africa*; Rout Ledge, London.

Karen Legge (2005). *Human Resource Management Rhetoric and Realities.* Anniversary

Edition; Palgrave McMillan.

Kothari, C.R (2007). *Research methodology, methods and Technology* New Delhi, Age

International Publishers.

Kanter, R. M. *The Great Corporate Balancing Act*. BBC, 1991.

Lankeu M. (2012*). Towards results –Oriented Public Service in Kenya: The modern Human

Resources Management Perspective*. International Journal of Business and Social

Science vol. 3 No. 21; November 2012.

Mugenda, O. M. & Mugenda, A. G. (1999).   Research methods: Quantitative & Qualitative

Approaches. Nairobi, Kenya: ACTS press.

Mugenda, O.M and A.G Mugenda, (2003). *Research Methods Quantitative and Qualitative

Approaches.* Nairobi acts.

Misra, D.C. (2007). Defining e-government: *A citizen-centric criteria-based approach*.

Retrieved from United Nation Public Administration Network Website on 20/03/2014

Morris, P.., & Patel, M (2008). *Research into revising the APM project management body of

knowledge*. International Journal of project Management 18,155-164.

Nachmias, C.F & Nachmias, D. (2005). *Research methods in the social sciences. (5ᵗʰ ed):* St

Martin's Press, London.

Ndubisi, N.O., & Wah, C.K (2005). *Factorial and Discriminant analysis of the

underpinnings of relationship marketing and customer satisfaction.* International

Journal of Bank Marketing. pp. 255-271.

Obong'o, S, (2004). *Rapid Results Approach/Initiative; Institutionalization of results Based

Management in Kenya Public Service*. Nairobi, Kenya. pp.7-12.

OECD (2000). Results Based Management in the Development Cooperation Agencies: A

review of experiences.

Public Sector Reforms and Performance Contracting, *http://www.psrpc.go.ke.* Retrieved June

  19, 2013 from http://www.psrpc.go.ke, at 21.28hrs   .

Public Procurement Oversight Authority, Retrieved April 27, 2013 from

   http://www.ppoa.go.ke.

Prichard, J (1995). *Professional Ethics and Organizational Change in Education and Health*.

  London, Arnold.

Rust, R.T., & Chung, T. (2006). *Marketing models of service and relationships*. Market

  Science , pp. 17- 40.

Schaffer and Ashkenas (2005). Retrieved from Amazon, http://www.amazon.com

The HR Role in Public Sector Reform; HRM GUIDE; Retrieved form

  http://www.hrmguide.co.uk .

United Nations Development Programme, (2001) *UNDP Report.* Retrieved from

  http://www.ke.undp.org.

United Nations Education, Scientific and Cultural Organization, UNESCO. (2004*). UNESCO

  and the promotion of democratic values and principles*. Retrieved from

  http://unesdoc.unesco.org

Vision 2030 Secretariat Website, http://www.vision2030.go.ke/index.php/home/aboutus,

  Retrieved April 27, 2013 from http://www.vision2030.go.ke

Wangari, J. (2011), *Implications, of E-Government, on, Public, Policy, and, Challenges, of,*

Adopting, Technology, The, case, of Kenya.

World Bank. World Development Report 2004: *Making Services Work for the Poor People*.

   Washingtong, DC: World Bank/.

Zucker, Lynne G. (1991). *Micro foundations of institutional thought. Pp.74-83*

APPENDICES
Appendix i
Transmittal Letter

Stephen Gichohi

P.O Box 214 -00618

Nairobi

1st June 2014

DIRECTOR

DEPARTMENT OF IMMIGRATION SERVICES IN KENYA

DEAR MADAM

RE: REQUEST TO CARRY-OUT ACADEMIC REASEARCH IN YOUR DEPARTMENT

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. As a requirement to the fulfilment of the programme, I am carrying-out the research on factors influencing implementation of rapid results approach with your department as my choice for this study. The purpose of this letter is to seek your permission to collect relevant data at your head offices here in Nairobi as stipulated in my questionnaire which I attach as part of this request.

It is my greatest hope that you will accord me the necessary support as I carry-out this research.

Yours Sincerely

Stephen Gichohi

Mobile +254725401366

Email: smgichohi@gmail.com

Registration Number: l50/71290/2011

Appendix ii –
Research Questionnaire

To be filled by selected respondents within the Immigrations department in Kenya including

1 director, 2 deputy directors, eight senior assistant directors assistant 12, Senior Officers and

18 operations officers

Questionnaire Code   [   ]   Date   [   ]

Guideline

Please answer all the questions. You are kindly requested to take time to provide the

information asked for as accurately as possible. Your honesty will be highly appreciated. The

information is purely educational purpose and will be treated with utmost confidence. You

can choose to put your name or leave the questionnaire anonymous

SECTION A

Personal Information

1. What is your gender?

   Male   { }   Female { }

2. What is your age in years?

   18-35   { }   36-50   { }   51-65 { }

3. What is your highest level of education?

   Certificate { }   Diploma { }   Degree { }   Post Graduate { }

4. What is your level in the management scale of the department?

   i.   Director   { }

ii.   Senior Manager { }

iii.   Operations / Junior Manager { }

SECTION B Influence of ICT infrastructure

5. Are you aware about Rapid Results Initiatives and particularly at the Immigrations department?

    i.   YES { }

    ii.   NO { }

6. a) Are you familiar with use of ICT for delivery of services at the immigrations department?

    i.   Yes { }

    ii.   No   { }

    b) If yes list ICT platforms are in use for service delivery in this department

7. In your opinion how has ICT increased the pace of service delivery in this department?

8. Briefly give an example of increased pace of service delivery due to use of ICT.

SECTION C Influence of Humana Resource Management

9. How many are you in your section?

    i.   1-20   { }

    ii.   21-50 { }

    iii.   Above 50 { }

10. a.) In your opinion how has staffing affected your efforts to meet the rapid results goals for your sections and timelines?

11. Briefly describe your understanding of rapid result approach modelling.

12. a.) Have you been involved in rapid results goal setting for your section?

    i.   Yes { }

    ii.   No { }

b). If yes state when and who was involved in the goal settings?

12. Have you been appraised in the last 12 months?

  i.   Yes { }

  ii.   No { }

    b.) If yes kindly describe in a few lines our appraisal process

13. Has your salary been reviewed in the last 12 months?

   i.   Yes { }

  ii.   No { }

14. Are you satisfied with your current salary based on your roles at this department?

   i.   Yes { }

  ii.   No { }

15. Do you have an individual goal development plan?

   i.   Yes { }

  ii.   No { }

16. Briefly describe your understanding of your departmental values

17. In your opinion how do you perform your duties in line with your responsibilities?

18. a. Do you feel motivated in your work?

   i.   Yes { }

  ii.   No { }

   b. If no what can be done to motivate you to deliver your duties?

SECTION D Transformative Leadership

19. a.) Does your department conduct regular meetings

    i.   Daily { }

    ii.   Weekly { }

    iii.   Monthly { }

    iv.   Others { }

    v.   None { }

b.) If yes how regular?

20. Briefly describe your departmental planning process?

21. Describe the model of information sharing and communication within the different ranks of your department

22. Do you have clear responsibilities for work related to rapid results initiatives in you department/section

    i.   Yes { }

    ii.   No { }

23. Briefly describe the level of teamwork in the delivery of work within your department

24. Does your manager show appreciation for meeting deadlines and work well done?

    i.   Yes { }

    ii.   No { }

25. Briefly describe the relationship between you and your manager

26. How often do you have feedback from your manager on your performance and expected results?

    i.   Often { }

    ii.   Rarely { }

    iii.   Never { }

27. Briefly describe any existing avenues where you can share new ideas to with your departmental colleagues

28. In your understanding describe the level of delegation of duties within this department

Section E Organizational Culture

29. Describe the process of goal development and setting in your department.

30. Do you take responsibility in achieving a common goal?

    i.   Yes { }

    ii.   No { }

31. Do you have clear roles towards achieving those goals?

    i.   Yes { }

    ii.   No { }

32. How often do you share new ideas with your colleagues and vice versa on rapid results approach or other work related matters? ?

    i.   Often { }

    ii.   Rarely { }

    iii.   Never { }

33. Briefly describe the level of collaboration within your department and other departments within the line ministry department

34. Describe the level of respect between colleagues within the department

35. Briefly describe your working environment in relation to your work performance

36. Describe the relationship between your customers (members of the public seeking your services) and your department

37. In your opinion what can be done better to improve service delivery as well as the performance of your department?